

## Monitoring and Evaluation

Service Cluster	Unit(s)	Service Offering in 2004	Input in '000 US\$	Actual Input in '000 US\$	Outputs to be achieved in CY 05	Actual outputs achieved in CY 05
Improve M&E processes	SC Sec/CG Sec	Installation and implementation of new M&E processes	40	40	SC Sec: Assistance to SC in development of new TOR for EPMR and Guidelines for CCER; Facilitation of transition into new Centre M&E System	The SC Sec prepared a report on: "New Monitoring and Evaluation System for the CGIAR Centres" (March 05); and jointly with the CG Sec "Guidelines for External Programme and Management Reviews (EPMR) of the CGIAR Centres" (Dec. 05).
			30	30	CG Sec: modified guidelines for EPMR process	
	CG Sec/SC Sec	Support the development and implementation of a Performance Measurement System for the CGIAR	224	224	Pilot PM system implemented, Data collection and analysis system for Center performance data in place	Pilot PM system implemented, Data collection and analysis system for Center performance data in place; performance report presented to Centers and Members, lessons learnt paper from pilot prepared
			32	32	SC Sec: Input to SC work to develop performance measurement indicators and reporting guidelines for programmatic indicators	A report on: "Description of the Performance Indicators for CGIAR Centres" was finalized in Jan. 07
	SC Sec	Planning and organizing evaluation of the CGIAR research agenda	80	80	Input to SC's work on preparing MTP assessment framework and guidelines, appointment of consultant, preparation and dissemination of final documents	A consultant was appointed to carry out the MTP assessment framework and the "Guidelines for Preparing the 2007-9 Medium-Term Plans and the 2007 Financing Plans" was finalized in Jan. 06.
Support M&E of Centers/Programs	SC Sec	Support to Standing Panel on Monitoring and Evaluation (SPME) Chair and Members	50	50	Prepare documentation for SPME meetings; facilitate SPME communication and information sharing; Prepare minutes of SPME meetings and sections to SC reports to AGM	Prepare documentation for SPME meetings; facilitate SPME communication and information sharing; Prepare minutes of SPME meetings and sections to SC reports to AGM
	SC Sec	Organizing and implementing SC-commissioned external evaluation of Centres	149	149	IFPRI and CIMMYT EPMRs: Assist EPMR Panel during Main Phase, assist SC in commentary preparation, printing and dissemination of report; CIFOR, ICRAF, WorldFish EPMRs: Assist SC in Panel selection, appointment and briefing; support Panel during Initial phase	IFPRI and CIMMYT EPMRS achieved. ICRAF and World Fish EPMRs have been finalized for discussion at SC5 meeting (Benin); CIFOR EPMR is being drafted for discussion at SC5; Ongoing EPMRs: ICARDA,
	SC Sec	Organizing and implementing SC-commissioned external evaluations of SWP	35	35	Support the panel, preparation and dissemination of the report for the external review of the ASB SWP	External Review Report finalized for ASB SWP
	SC Sec	Monitoring and evaluation of CPs	35	35	Assistance to SC on review of CP workplans, preparation of guidelines for CP MTPs and assessment of the CP process	Guidelines for Preparing the 2007-9 Medium-Term Plans and the 2007 Financing Plans (Jan. 06) has been finalized and will be used as guidelines for CP MTPs.
	CG Sec	Facilitate & backstop management component of center external reviews	224	224	IFPRI and CIMMYT EPMR report; preparation for CIFOR, ICRAF and WorldFish EPMR completed	IFPRI and CIMMYT EPMR report; preparation for CIFOR, ICRAF and WorldFish EPMR completed
	CG Sec	Support / Monitor compliance to CGIAR financial guidelines (with Centers)	112	112	CGIAR financial report	CGIAR financial report 2004
	CIO	Evaluate impact of KM practices applications	8	12	Lessons from the program activities learned and communicated throughout the year.	* Led development and implementation of the ICT-KM Program Evaluation to document degree to which the Program contributes to CGIAR change.
	CIO	Organize and implement reviews of ICT-KM investment impact	9	11	One review of the investment impact at the end of year	* First Annual Report for the comprehensive integrated Program and Project Monitoring and Evaluation Plan published in June 2005
	IAU	Undertake CGIAR system-wide audit and advisory services	106	75	Completed assignments as agreed with the CGIAR Secretariat and SWPs, incl. input into SAS-HR First Level Leadership training course, CGIAR Procurement review, GPG1 Genebank upgrade mid term review participation, advisory support to ICT-KM Program projects	* Support to GPG1 Genebank Upgrade review; * Advisory support to ICT-KM Program, particularly on the Enterprise Security and Business Continuity Project, and on the launch of the re-tendering process for the ICT shared services contract; * Review and verification of selected 2005 pilot CGIAR Performance Measurement indicators; see footnote 1)
	IAU	Undertake scheduled Center internal audits, advisory services, and progress reviews	306	349	Completed annual work programs for each Center participating in the CGIAR internal audit consortium	Annual work programs, in some cases subsequently amended, completed in most cases. For some Centers, some assignments were carried over to 2006 due to delay in recruitment of Associate Director, Americas Region
IAU with CIO, SAS-HR, CG Sec, CAS-IP	Support to Centers in developing risk management systems	109	87	IAU: Adoption by Centers of Center risk management frameworks in all consortium Centers and first Center-wide risk assessment completed by Centers with IAU support and inputs from other SO units	* All client Centers are now implementing risk management systems, and these are converging, at varying degrees of progress, on the benchmarks set out in the IAU Good Practice Note. IAU reviews and in many cases facilitates the Center-wide risk analyses and the annual Board Statements on Risk Management and Internal Control * Good Practice Note on HR Management issued with SASHR and G&D inputs, incorporating a risk management approach; see footnote 2)	
		7	9	CIO: Support centers in developing risk management systems	Supported centers in developing risk management systems	
		7	15	CAS-IP: IP risk-management guidelines	Guideline recommendations for IP Management risks, legal risks, (some) reputational risks developed	
	SAS-HR/IAU	Develop an e-learning package with IAU	10	0	e-learning package completed	Item postponed - see footnote 3)

	<b>G&amp;D</b>	Develop M&E framework for G&D's new strategy 2005-2008	11	8	Methodology and process for monitoring G&D results in new phase.	Methodology and process for monitoring G&D results in new phase: partially achieved
	<b>CAS-IP</b>	Review of current IP Management Practice, based on survey of Centers	15	15	Survey Report (Commissioned by the GRPC and SC)	Draft report submitted to the GRPC and SC
<b>Develop M&amp;E Capacity</b>	<b>CIO/ IAU/ CAS-IP</b>	Support and advice to Centers on the implementation and monitoring the GPGA Rehabilitation Initiative	7	9	CIO: Support and advice Centers on the implementation and monitoring the GPGA Rehabilitation Initiative	CIO: Support and advice Centers on the implementation and monitoring the GPGA Rehabilitation Initiative
			21	21	IAU: Completed reviews in selected Centers per Medium Term audit Plan (joint review with CIO and CAS)	GPG1 reviews in 2006 related to genebank component - audits of 2 Center projects and support to external review of genebank component in December 2006
			5	5	CAS-IP: Reports and recommendations of GPG projects (as per requests)	Reprot finalized with the IAU.
	<b>CIO</b>	Support centers to set center-level ICT-KM strategies in line with system-wide strategy	17	17	Support centers in setting center-level ICT-KM strategies.	<ul style="list-style-type: none"> <li>Visited 4 centers in coordinating, communicating and promoting ICT-KM activities as well as providing support to CG centers and communities of practice.</li> <li>Supported the launch of the electronic Natural Resources Information Center (eNRIC) Pilot Project in collaboration with IWMI, CIFOR, WorldFish and FAO</li> </ul>
	<b>G&amp;D</b>	Support Centers' annual monitoring of G&D goals	10	8	Development of tool for annual monitoring of each center's G&D goals	Development of tool for annual monitoring of each center's G&D goals: fully achieved
	<b>CAS-IP</b>	Support/Monitor Center IP Management Capacity	40	59	Reports of visits to CGIAR Centers for consultations	Visits to 9 Centers; 5 Reports completed.
<b>Support Impact Assessment</b>	<b>SC Sec</b>	Organization and implementing SC-commissioned System-level impact assessments	94	94	Facilitate selection and hiring of SPIA study consultants/panels; briefings and correspondence with panels and CGIAR centres involved; technical and logistic backstopping; publication of completed reports; oversight to the studies	Facilitate selection and hiring of SPIA study consultants/panels; briefings and correspondence with panels and CGIAR centres involved; technical and logistic backstopping; publication of completed reports; oversight to the studies
	<b>SC Sec</b>	Standing Panel on Impact Assessment (SPIA) Chair and Members	50	50	Facilitate planning, organizing and conduct of SPIA studies; prepare briefings and documentation for SPIA meetings; draft minutes of SPIA meetings and SPIA Reports to the SC and AGM	Facilitate planning, organizing and conduct of SPIA studies; prepare briefings and documentation for SPIA meetings; draft minutes of SPIA meetings and SPIA Reports to the SC and AGM
	<b>SC Sec</b>	Strengthening capacity of Centres to assess impacts on poverty	19	19	Facilitate interactions between SPIA members and case study leaders for the NRM research impact assessment studies; planning SPIA Workshop for May/June to report cases.	The draft study: "Natural Resources Management Research Impacts: Evidence from the CGIAR" was distributed at AGM05.
	<b>SC Sec</b>	Developing a 'CGIAR Impacts' information web-page in collaboration with CGIAR Centres	23	23	Upgrade site content and design; develop short "Briefs" of key system-level and centre impact assessments; update the ex-post IA bibliography and screen new submissions; encourage Centre submissions	Upgrade site content and design; develop short "Briefs" of key system-level and centre impact assessments; update the ex-post IA bibliography and screen new submissions; encourage Centre submissions
	<b>G&amp;D</b>	Conduct impact study of women's leadership series	54	82	Document costs and benefits of 10 years of women's leadership courses, for individual women, network of women, and the centers and CGIAR.	Document impacts of 10 years of women's leadership courses, for individual women, network of women, and the centers and CGIAR: fully achieved; Final report to be released early 2006
	<b>FHAO</b>	Develop a draft assessment, for CDC clearance, of the first 2 years of the WB funded SW-EPs	2	5	Assessment accepted by the WB	Key recommendations accepted and report used by the Science Council to initiate its review of all the System Wide and Ecoregional Programs

1) \* Note the reference to SASHR First Level Leadership course duplicated the line item on e-learning later in this worksheet (this was deferred). \* CGIAR Procurement review not yet completed

2) Revisions of IT-related GPNs to integrate better into the risk management approach begun with CIO but not completed in 2005. IP Risk Management GPN with CAS-IP deferred to 2006

3) Due to SASHR Director vacancy and delay in recruitment of IAU Associate Director which eliminated time available in IAU to work on this. At present not in 2006 IAU work plan but will be reviewed again once SASHR Director is recruited



Final version to be published in 2006.
Additional reports and finalization of written reports in 2006.
Final report to be released early 2006.